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ABSTRACT

The need for organizational management is discussed, and educational management systems are examined, with attention paid to organizational components and different approaches to organizational control. (MJB)

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OVERVIEW OF MANAGEMENT SYSTEMS

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OVERVIEW OF MANAGEMENT SYSTEMS

We all know how schools work as organizations. After all, we have been in them or similar organizations for quite awhile and survived. So we must know what they are and what makes them tick. Some strange folk have taken a different view of our schools as organizations. They say we need to look at our management systems and use alphabet soup to talk to us about our schools: MBO, OD, MIS, PPBS, Performance Appraisal, Networks, Teams, Etc. What is all of this?

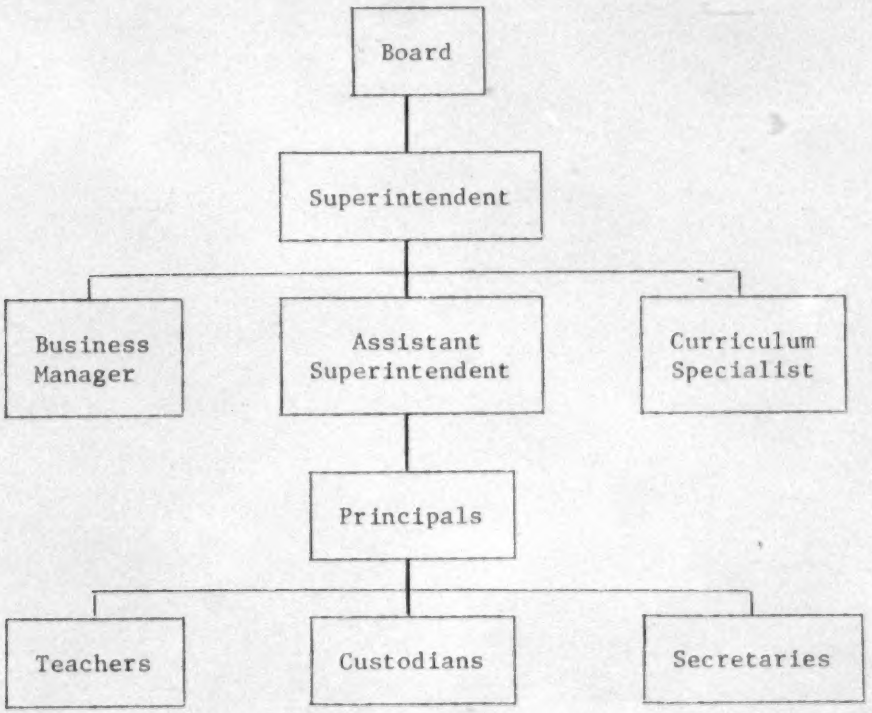
First, maybe we should ask why rather than what. If we do, they answer because you can run a more efficient organization if you have a pattern for operations. They tell us if we write down what we are doing in one of these formats, we will get our job done more quickly. They tell us that if we make decisions in an organized way, we will take less time. They tell us that if we have everything in order we will use our resources better (it will cost us less). These are the key why's:

1. to increase efficiency
2. to increase productivity
3. to decrease time
4. to decrease cost

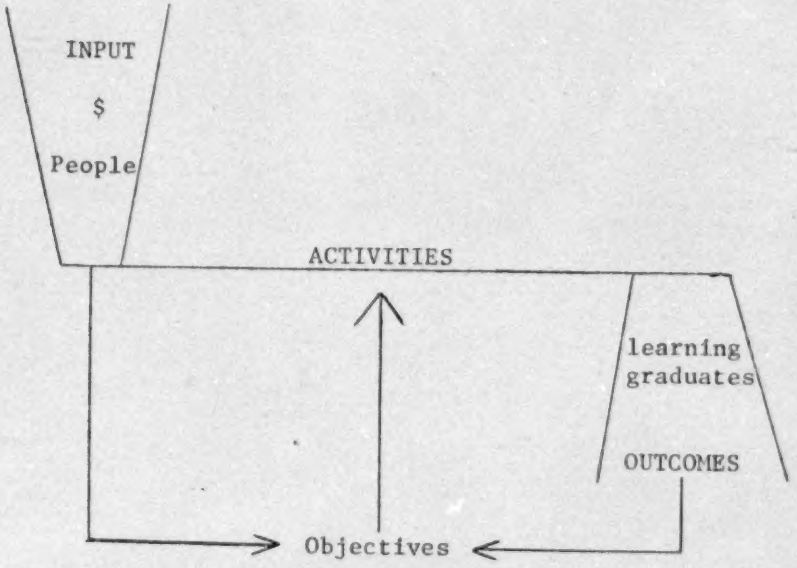
We can agree with all these reasons, but still would like to know what the words mean.

Organizations have pieces. What piece one chooses to look at first and to control establishes what system for management one chooses.

1. An organization has <u>structure</u>:



2. An organization has objectives:



3. An organization has information:

- student achievement
- teacher assignment
- facilities utilization
- scheduling
- organization charts

4. An organization has funds:

- cost of salaries
- cost of transportation
- cost of maintenance and facilities
- cost of materials and equipment
- cost of programs

5. An organization has procedures:

- decision making
- program development
- personnel management
- program operations
- evaluation

6. An organization utilizes a given amount of time:

- available employee hours (x hours per day)
- deadline for getting things accomplished (e.g. graduation)
- a calendar
- a sequence of steps
- etc.

7. An organization utilizes a given number of personnel:

   - board
   - administrators
   - teachers
   - secretaries
   - custodians
   - etc.

8. An organization has history:

   - rules
   - regulations
   - statutes

These different parts of an organization can be the basis for control and for managing an organization. Each of these is the point of departure or perspective for a management system.

1.	structure	- Systems Analysis
2.	objectives	- Management by Objectives (MBO)
3.	information	- Management Information Systems (MIS)
4.	funds	- Program Planning and Budgeting Systems (PPBS)
5.	procedures	- Organization Development (OD)
6.	time	- Networking (PERT,GANTT)
7.	personnel	- Performance Appraisal Systems
8.	history	- Policies and Procedures Manuals

Each of these systems analyze the organization of the school system starting from a given piece in the organization and try to connect everything else (sooner or later). Which system one uses to manage depends often on what a manager likes, a board likes, a town or state likes. Each has different costs, different techniques or forms to fill out, different things it considers important. Most school systems use parts of many management systems to make better decisions, use time better, use personnel better, and to get more student achievement. Few school systems use only one system.

The questions management people want answered by whatever system is in use are:

- Does everyone know what system is being used?
- Is it in writing?
- Do decisions get made using the system?
- Are the decisions, the system, and the goals (or missions) of the organization connected and the connection examined?

The questions people in the organization need to answer are:

- What do we want to control?
- What do we want to understand in our organization?
- How much do we want to know about things?

For there is real cost, real expertise, real technology required to answer these management questions. There is also an institutional cost to choosing and using a management system; that cost is in the ability and commitment of the people who have to have their lives organized or managed, and who have to make the system work (the teachers and the students). Management systems are invented by and for managers; to help them get control of the organization. What one chooses to grab may well determine what people will react to.

While it is true that everything needs to be sooner or later handled, what is grabbed first and how determines a lot about how the organization (school system) will continue to grow and who will be willing to grow with it.